

16 April 1968

MEMORANDUM FROM: Chairman, TOD Committee

SUBJECT : Progress Report on Preparation of Target Oriented Display (TOD).

1. By way of interim report the following summarizes the progress in developing a target-oriented display (TOD) which will show how U.S. intelligence resources are being allocated.
2. The Deputy Secretary of Defense, The Director, Bureau of the Budget and the Director of Central Intelligence agreed in August 1967 on the terms of reference for the target-oriented display. Under the chairmanship of a representative from the Office of the DCI, a working committee was convened which included DoD representation supplied by the Office of the Assistant Secretary of Defense (Systems Analysis) and BoB representation by the International Division.
3. The working committee undertook the task of developing an overall, orderly framework for displaying the resources allocated to the different forms of intelligence activity and directed against (1) geopolitical targets; (2) subject targets, such as economic, scientific, geographic, military information; and (3) specific military targets in the USSR and Communist China, such as strategic forces, general purpose forces, etc.
4. After reaching agreement on the types of information which should be target-oriented, instructions and a series of reporting formats were developed for use by all the individual units and activities in the DoD and CIA called upon to participate in the TOD. These concepts and materials in draft form were the subject of an interim review at a meeting on 3 October 1967 of Messrs. Selin (DoD), Hoffman (BoB) and Bross (DCI), who provided guidance to the TOD Committee on unresolved points.

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5. Meetings were held with the officially-designated representatives of each of the four programs participating in the TOD. These discussions provided a general briefing on what would be requested from the data-contributing units and activities and provided opportunity for reaching agreements as to the treatment of matters unique to each of the four programs.

6. By memorandum from the Deputy Secretary of Defense dated 24 November 1967 to the Secretaries of the Military Departments and the Directors, DIA and NSA (and a comparable, concurrent memorandum covering CIA), the TOD call, instructions and related reporting formats were distributed for implementation to the managers of the four programs.

7. Data submissions by the programs managers and review and collation by the working committee were originally estimated for completion in February 1968. These phases, in actuality, are expected to be completed during May 1968. The additional period represents principally a stretch-out in the time required by the units and activities to make their reports. Numerous initial submissions were returned for revision in order to improve the meaningfulness and overall uniformity of the data.

8. The size of the task of amalgamating, collating and interpreting the data can be illustrated by identifying the number of variables which have been incorporated within the TOD matrices.

- a. TOD deals with data sets for 2 separate fiscal years.
- b. The data are obtained from 4 distinct programs of DoD and CIA.
- c. There are 250-300 separate reporting entities within the four programs.
- d. There are 13 geopolitical target areas.
- e. There are 5 subject targets within each geographic area.
- f. Within the "Military" subject target, there are 9 military target subdivisions.
- g. There are 7 intelligence function categories, and within them are:
 1. 16 Collection subcategories.
 2. 17 Information Processing subcategories.
 3. 19 R&D subcategories.
 4. 4 General Support subcategories.

- h. A general distinction is made between targeted and untargeted resources.
- i. There are 3 cost categories (R&D, Investment, Expenses).
- j. There are 2 resource subdivisions (Dollars and Man Years) which apply to all the other subdivisions except R&D.

9. The foregoing tabulation indicates the numbers or ways in which potentially, TOD data can be manipulated. This can be accomplished only to an extremely limited degree by hand processing. It has become clear, therefore, that computer support is indispensable to the full exploitation and interpretation of this mass of data on intelligence activities. In consequence, the Office of the DCI has been providing ADP programming and related support for the collation and interpretation phases of the TOD effort. This is being carried out under very tight security conditions. The computer programming ultimately will permit the display of data based upon any combination of the TOD variables enumerated above.

10. It is now estimated that all of the initial submissions from the units and activities in the four programs will be incorporated into the computerized data base by the end of April. Scattered corrections and amendments will continue to be reported for some time thereafter.

11. The month of May will be devoted to formulating the report to be submitted to the TOD sponsors. This will involve identifying the most significant TOD data summaries, providing appropriate interpretative and explanatory text, and formulating recommendations relating to the improvement and further development of the TOD. In the preparation of a balanced and comprehensive report, the working committee will continue to consult with and draw on the views of the program representative and others who have an official interest in the progress of the TOD effort.

12. It is anticipated that the report called for by the basic Terms of Reference will be ready for transmission to the Deputy Secretary of Defense, the Director, BoB and the DCI in the first week in June. Briefing materials likewise are being prepared.

[Redacted Signature]

Chairman, TOD Committee

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